MULTIMEDIA **UNIVERSITY**

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FINAL EXAMINATION

TRIMESTER 3, 2017/2018

TKM3151 – KNOWLEDGE MANAGEMENT
(All sections / Groups)

30 MAY 2018
9.00 a.m. -11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This examination paper consists of 4 pages including cover page.

2. Answer **ALL FIVE** questions.

3. All questions carry equal marks and the distribution of the marks for each question is given.

4. Write all your answers in the Answer Booklet.

Attempt ALL questions.

QUESTION 1 [10 marks]

a) Describe the role of knowledge management in an organisation such as Multimedia University.   [5 marks]

b) Describe the role of Communities of Practice (CoPs) in a learning organisation.   [2 marks]

c) The effectiveness of knowledge management implementation may be influenced by knowledge hoarders and knowledge sharers within an organisation. Define the term knowledge hoarder and knowledge sharer. State **ONE** way which is possible to turn a knowledge hoarder into a knowledge sharer.   [3 marks]

QUESTION 2 [10 marks]

a) There are four major phases in Wiig's KM Life Cycle. Briefly explain the **FOUR** (4) phases.   [4 marks]

b) Figure 1 shows the Nonaka and Takeuchi Knowledge Spiral Model. Based on the figure, explain how organizational knowledge is created.   [2 marks]
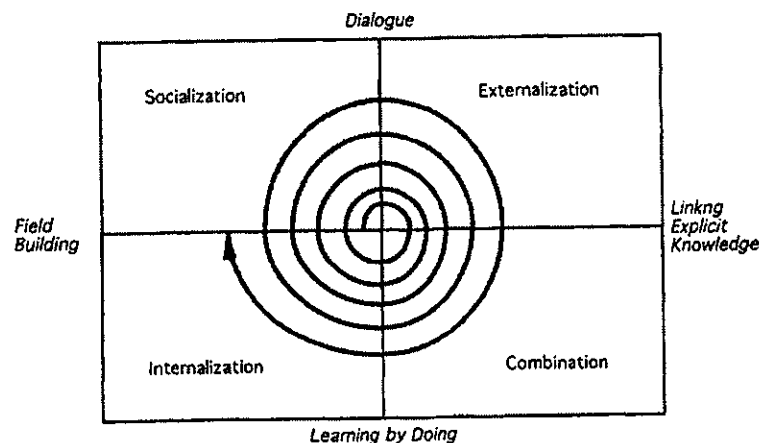

Figure 1: Nonaka and Takeuchi Knowledge Spiral Model

c) The structured interviewing process is primarily people-focused. Reflective listening is therefore important to ensure that the interactions can greatly contribute to the successful outcome of the interview sessions. Four major techniques used in reflective listening include: paraphrasing, clarifying, summarizing, and reflecting feelings. Briefly explain why these techniques are important to knowledge acquisition.   [4 marks]

Continued.......

QUESTION 3 [10 marks]

a) Explain the **FOUR (4)** dimensions of Myers-Briggs Type Indicator (MBTI).

[4 marks]

b) Define collaboration technologies.

[1 mark]

c) Assuming you are the *Information Technology Manager* of a company.
   i. Explain the criteria used to determine the best means of groupware technologies based on time and place.

[2 marks]

   ii. You are required to group the classification groupware technologies based on your answer for question *c(i)*. How would you present the groupware technologies?

[3 marks]

QUESTION 4 [10 marks]

a) You have been appointed as the Knowledge Champion of your company. Demonstrate **TWO (2)** ways you would act to promote knowledge sharing culture in your company.

[2 marks]

b) Explain *"balancing loop"*. Give an example in a diagram.

[4 marks]

c) Imagine you are trying to identify what impact knowledge management has had on a project team's attitudes and behaviours in relation to knowledge sharing. Outline how you would respond to the following questions:

   i. What should be measured?

[1 mark]

   ii. Who should contribute to the evaluation?

[1 mark]

   iii. How should the evaluation be conducted?

[1 mark]

   iv. How will the results be used?

[1 mark]

Continued.......

QUESTION 5 [10 marks]

a) Kentucky Fried Chicken is a well-known franchiser in Malaysia. How can interaction across all franchise members be supported to encourage a knowledge sharing culture?

[3 marks]

b) Germium Sdn. Bhd. is looking for a suitable candidate to fill up the post of a chief knowledge officer in the company. Prepare a brief write-up of a Chief Knowledge Officer role to be included in the job advertisement.

[3 marks]

c) You have been contacted by Germium Sdn. Bhd. regarding your job application as the Chief Knowledge Officer. Prepare a brief plan to initiate a knowledge management program in the company once your application is successful.

[4 marks]

End of Paper